



1999 ANNUAL REPORT

THE **LOOKOUT**

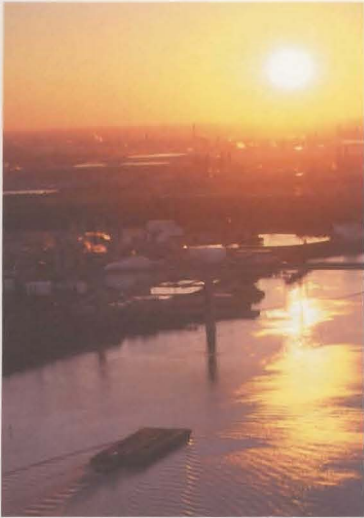
VOLUME 92/NUMBER 2 • THE SEAMEN'S CHURCH INSTITUTE



THE SEAMEN'S CHURCH INSTITUTE

is an advocate for the personal, professional, and spiritual well-being of merchant mariners around the world. Through its Center for Maritime Education, Center for Seafarers' Rights, and Center for Seafarers' Services, the Institute promotes safety, dignity, and improved working and living conditions for the men and women who serve in the maritime workplace. Founded in 1834, the Institute is a voluntary, ecumenical agency affiliated with the Episcopal Church.

The Lookout



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The Lookout

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Executive Director: The Rev. Canon Peter Larom

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EXECUTIVE DIRECTOR'S REPORT



“For all the marvelous technology that we at SCI might utilize, we never lose sight of the fact that the men and women we serve, as God’s children, are infinitely more wonderful creations.”

Dear Friend:

IN THIS ANNUAL REPORT EDITION OF *The Lookout*, you will read about the Seamen’s Church Institute’s expansion of its Center for Maritime Education to Houston, Texas, to serve the nation’s Gulf region. With a state-of-the-art navigational simulator, much like the one at our center in Paducah, Kentucky, SCI stands at the forefront of computer-based training for blue-water and brown-water mariners.

Everything today, it seems, is in the middle of a technology upgrade, and as I write our New York headquarters is being wired for a high-speed computer network routed to the Internet. Technology helps us do our work more efficiently and often with greater scope. It helps us communicate. It makes the maritime workplace a safer environment. These exciting advances promise great things for SCI’s mission — to enhance the personal, professional, and spiritual well being of mariners worldwide.

Still, for all the marvelous technology that we at SCI might utilize, we never lose sight of the fact that the men and women we serve, as God’s children, are infinitely more wonderful creations. What’s more, the wisdom and dedication of our trustees, the creative expertise of our staff, the selfless commitment of our volunteers, and the generosity of our donors combine to form the mighty cornerstone of the Institute.

As you turn these pages, I invite you to celebrate with us both the time-honored and cutting-edge programs of the Seamen’s Church Institute. Rest assured that your interest in the Institute is among the blessings we count each and every day.

Faithfully,

The Rev. Canon Peter Larom

The Rev. Canon Peter Larom
Executive Director

MESSAGE FROM THE CHAIRMAN

IN FEBRUARY I HAD THE HONOR TO BE ELECTED Chairman of the Board of Trustees of the Seamen's Church Institute. Having served in several board capacities for over 27 years, I well recognize that the chairmanship is not a role to be taken lightly. I have had the good fortune to work with three former chairmen, all of whom were dynamic leaders of the Institute's management during their terms.

The most recent of these is my friend and colleague, Alfred Lee Loomis III, known to all as Chip. His tenure was long and demanding. His leadership guided us through three different headquarters locations. He seized opportunities that expanded our fiduciary well being and our activities, and the scope of our services has been significantly broadened during his tenure.

Today SCI is truly both national and international. We are state-of-the-art maritime educators using advanced simulation equipment. Our long-time New York training center has, in 1997, been complemented by one in Paducah, Kentucky, and will soon have another offspring in Houston, Texas. These facilities enable SCI to offer various services to thousands of mariners on the inland rivers and the Gulf Coast waterways.

SCI's Port Newark facility is home-away-from-home to many seafarers and other port workers. It also houses our International Training Center for clergy and lay chaplains from overseas who return home to establish or enhance port missions using the experience and skills obtained from our training program.

Our Center for Seafarers' Rights, with a worldwide network of correspondents, has quickly become known as a dependable resource for seafarers with personal, family, financial, or contractual problems, when they have no other place to find help.

There are other activities that are part of our three main programs. Our Christmas-at-Sea program, which prepares for and delivers gifts to seafarers away from home during the holidays, has now been extended to the mariners of the inland



rivers. A network of parishes along the rivers has become a new river ministry, and alliances with other U.S. port ministries are blossoming as well.

We also owe thanks to a very large number of volunteers and supporters that have such a significant role in our activities.

All this and more is SCI today. And it would not have been so without the vision, the managerial skills, and the fiduciary guidance of Chip Loomis. His outstanding legacy also presents a challenge for ongoing excellence.

The entire staff and the board members of SCI know our mission. With their help, I know we will continue to serve and expand where we are needed. Chip deserves that.

Sincerely,

George D. Benjamin
Chairman, Board of Trustees

MESSAGE FROM BOARD OF TRUSTEES

FOR OVER ONE HUNDRED YEARS SCI's maritime education programs have kept up with the times to meet the ever-changing needs of mariners.

As a ship owner, yachtsman, and former chairman of Intertanko, I have an abiding appreciation for the demands placed upon mariners and the ongoing need for first-rate training. As a board member of the Seamen's Church Institute, I am proud to say that SCI's Center for Maritime Education is at the forefront of the quest to make the maritime workplace safer for all mariners, whether they are inland or at sea.

Recently, a key factor in advancing SCI's training mission has been the Institute's effort to offer programs where they are needed. In 1997, SCI established the Center for Maritime Education—Paducah at the confluence of the Tennessee and Ohio Rivers.

Working closely with the leading towing companies that serve the inland waterways, CME—Paducah now trains nearly 800 captains and pilots annually. River mariners have reported that they can tell, over the radio, if another vessel's wheelhouse personnel have trained at SCI.

In 1999, the Institute announced plans to open yet another training facility, the Center for Maritime Education—Gulf Region, a project which is described within this Annual Report edition of *The Lookout*. Scheduled to open in Houston, Texas, in late 2000, the Center will provide simulation-based training for mariners working “ship, tug, and tow” in waters near and on the Gulf of Mexico.

We are privileged with the opportunity to serve the thousands of mariners concentrated in the Gulf region, and we are thrilled to have the support of the region's leading maritime companies and the Port of Houston Authority as we undertake this historic initiative.

Of course, maritime education represents but one facet of SCI's mission—to advance the personal, professional, and spiritual well being of mariners worldwide.

On behalf of the Board, I am pleased to report that 1999 was characterized by vitality and accomplishment in virtually every area of the Institute's activity.



Through our Center for Seafarers' Services, SCI visited nearly 4,000 ships and extended hospitality to nearly 100,00 seafarers, truckers, long-shoremen, car handlers, and warehousemen last year. Our International Training Center for Workplace Ministry (ITC) graduated 5 interns in 1999 and now has 37 graduates at work on five continents. SCI's Ministry on the River network grew to include 29 volunteer chaplains in river ports from Pittsburgh to New Orleans. This effort was even featured in a full-page article in the February 1, 1999 edition of *Time* magazine.

SCI's Center for Seafarers' Rights (CSR) also had an outstanding year. In all, CSR handled 202 cases for seafarers, with problems ranging from repatriation to sub-standard working conditions. In a highly publicized case, CSR was instrumental in securing the release of four Ukrainian seafarers aboard the *Dubai Valour* who had been held as captives in Nigeria for nearly two years. Closer to home, the Center for Seafarers' Rights helped address the needs of twenty-six seafarers stranded for three months with minimal food, water, and fuel in New York Harbor during the hottest summer in memory. One of the international shipping industry's greatest challenges is to rid itself of sub-standard operators, the ones who mistreat their crews and threaten the environment. CRS is on the front line of this assault and has earned the respect of quality ship operators of all flags.

In order to broaden its net in serving the advo-

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***Director Emeritus

cacy needs of mariners at home and overseas, CSR also created a new program, WorldHaven, which links our ITC graduates as they serve in ports from Odessa to Gdynia and from Honolulu to Jakarta. For substandard operators, there is nowhere to run, nowhere to hide.

And thanks to nearly three thousand volunteer knitters located in all fifty states, SCI's Christmas-at-Sea / Christmas-on-the-River program helped bring holiday cheer to more than 14,000 mariners at work on Christmas Day.

The activities listed above, and numerous others, depend greatly upon loyal contributors who recognize that all of our lives are enhanced significantly through the waterborne commerce made possible by mariners. Thanks to the generosity of donors and careful management of the Institute's endowment, SCI concluded 1999 in a strong financial position, as detailed herein.

As Chairman of SCI's Strategic Planning Committee, I am very aware that the challenge of sustaining existing programs while creating new initiatives is no easy task. While we are thrilled with the Institute's 1999 accomplishments, we look to the future knowing that our progress will require the involvement of many. It will require the active participation of the Institute's distinguished Board, the talents of its gifted staff and, perhaps most importantly, the continued commitment of the Institute's treasured friends.

As a reader of this Annual Report, you quite likely are among those who appreciate the danger and loneliness of life on the water and those who helped SCI succeed in 1999. Please know that your support is never taken for granted. With your help, we can all look forward to reaching new heights in our service to mariners. Thank you for sharing in the mission of the Seamen's Church Institute.

Sincerely,



Richard T. du Moulin
Vice President, Board of Trustees

MARITIME TRAINING



SCI To Open New Center for Maritime Education

SITUATED IN HOUSTON IT WILL SERVE MARINERS OF THE GULF OF MEXICO AND ITS INTRACOASTAL WATERWAYS

In late 1999 the Seamen's Church Institute announced plans to open a new regional training and education center in Houston dedicated to serving mariners of the U.S. Gulf Coast and its intracoastal waterways. The facility will house simulators employing the latest computer technology and databases, as well as a curriculum tailored to that region. According to the Rev. Peter Larom, Executive Director of SCI, "Maximizing safety through well-trained and educated crews is a cause that, as an advocate of the well-being of mariners, SCI has been resolutely pursuing for over a hundred years." In this effort SCI has become a leading provider of maritime education programs with the goal of improving the professional competency of merchant mariners through simulation-based training. "This new premier training center will serve to significantly advance this goal," he said.

SCI'S INVOLVEMENT WITH TRAINING BEGAN IN THE early 1900s when the Institute equipped the launch *J. Hooker Hamersley* as a school ship. Soon thereafter it established a land-based school of navigation atop its New York headquarters, followed a few years later by expanded training-ship activities.

The Center for Maritime Education (CME) soon became recognized as one of the nation's leading maritime training centers, and it was called upon to help meet the critical need for merchant

officers in both world wars — over 25,000 deck and engine trainees attended CME courses. In the ensuing decades CME maintained its position at the forefront, and a fully equipped and interactive bridge simulator system was installed in 1980. CME was among the first to offer marine continuing-education training in bridge resource management, tug/barge handling, and the Global Maritime Distress Signaling System (GMDSS, a satellite-supported search and rescue system for ships).

Continued on page 8



Port of Houston

THE HOUSTON SHIP CHANNEL IS HOME TO THE PORT OF HOUSTON, but how they both came into being is a rather unusual story. It all began with brothers Augustus and John Allen, two energetic New Yorkers who hatched an inspired revenue-generation plan.

In 1836, in the new Republic of Texas some 50 miles inland from the Gulf of Mexico, they purchased 10,000 acres at one dollar an acre. At the time it was a mosquito-infested swamp-land, sparsely inhabited and barely accessible by boat. Nevertheless, the Allens advertised in major newspapers about the splendor of life on bucolic Buffalo Bayou and touted the area's future as a thriving metropolis.

To sell its maritime attributes they hired a steamboat to bring contingents of prospects up the bayou to the "port." At the time, what is now Houston's main street was nothing more than a rutted path lined with tents and staked lots. Despite the unlikely prospect of any real interest or development, settlers were drawn to the area, perhaps a tribute to the high-powered promotional talents of the two brothers.

The influx continued, and by the 1870s a bitter rivalry developed between Houston and Galveston over which would be the principal ship center. Nature made the final decision when a hurricane devastated Galveston in 1900 making it apparent that Houston would be the better choice, being situated more safely inland. Subsequently, from 1912 to 1914 the Army Corps of Engineers created the Houston Ship Channel following the course of what was formerly the lower reaches of Buffalo Bayou and the San Jacinto River. The channel runs some 25 miles from Houston into the Galveston Bay; from there it is roughly the same distance through the Bay to the Gulf of Mexico.

Today, the Port of Houston at the head of the channel boasts the famous Turning Basin (pictured above). As the name suggests it is a wide looping section in which ships are able to circle in order to exit. By land the basin is tied into the outside world by over 100 truck lines and three railroads. The Turning Basin, as most of the channel itself, is lined with docks, wharves, grain elevators, and other industrial facilities. It has been characterized as the world's most heavily industrialized canal.

Last year 6,500 ships and 100,000 barges carried 169 million tons of cargo in and out of the channel generating over \$7.7 billion in revenues. Thanks to the Houston Ship Channel, the Port of Houston ranks as the number one port in the U.S. in terms of foreign trade tonnage. Altogether its activity is directly responsible for nearly 205,000 jobs. No doubt today's Port of Houston far surpasses what even Augustus and John Allen could have dared to imagine.

MARITIME TRAINING

In recognition of its capabilities, in 1982 the Maritime Administration (MARAD) asked CME to take over two radar simulators they had operated at the Institute. Four years later these were replaced with four new simulators in the Institute's New York headquarters, capable of training a broad range of coastal and barge mariners. To supplement this program CME instituted educational courses aboard ships to train captains and deck officers while underway.

The growth and effectiveness of the New York simulation and training facility led to the next major phase of SCI's education initiatives. Because the thousands of mariners on the inland waterways of the U.S. had no dedicated simulation-based training center, SCI explored the idea of opening a facility similar to the one in New York. The idea was well received by both private and governmental interests, and plans moved quickly ahead. In 1997 SCI established a 23,000 square foot facility in Paducah, Kentucky, the heart of the inland river system. It is equipped with four interactive pilothouse simulators designed exclusively for the inland maritime industry, reflecting the equipment and technology found on modern river towboats.

EDUCATION CENTER FOR THE GULF REGION TAKES SHAPE

Fr. Larom recalled that the Paducah center was a great success right from the very start: "This, together with our well-established center in New York City, caused us to think about the possibility of extending our mission by establishing a third facility to serve the specific training and education needs of the mariners operating the barge fleets that navigate the Gulf ports and the intracoastal waterways." In considering a site, it became apparent that Houston, one of the busiest ports in the Gulf, would be the most strategic location.

Last year the Port of Houston generated on the order of \$7.7 billion in business revenues. Today petroleum and petroleum products are the port's leading import and export commodities, and its \$16 billion petrochemical complex is the second largest in the world. In 1999 it was first in the U.S. in foreign tonnage traded and, in total tonnage, ranked second to New York and eighth in the world.

"Being such an active port and with so many marine transportation companies having head or

A Century of Maritime Education...



▲ In the early 1900s the Institute was presented with this launch named **J. HOOKER HAMERSLEY** which was equipped as a school ship.

In 1918 a ship's bridge was constructed on the roof of the Institute's 25 South Street headquarters and used for training purposes. ▼



▲ "Shooting the sun" was demonstrated on the roof of 25 South Street in the '20s.

major offices here, we were very enthusiastic at the idea of a training and education center,” said H. Thomas Kornegay, Executive Director of the Port of Houston Authority. “Given the enormous success of the Paducah center in serving inland mariners and the lack of a dedicated training facility for Gulf-area mariners, we welcomed SCI’s concept and set about quickly to find out how we could work together to bring it to reality.”

**A STATE-OF-
THE-ART FACILITY**

SCI formed a strategic partnership with the Port of Houston Authority, to construct a \$1.5 million building to house the center. The 17,000 square foot facility will accommodate four high-resolution visual simulators as well as the necessary classrooms and administrative functions. Operations will be administered by CME.

Capt. Eric K. Larsson, Director of the Center for Maritime Education, explained: “We have built our reputation as a leader in maritime education by working hand-in-hand with the maritime industry to facilitate their training needs. Consistent with

this approach, from the outset of this undertaking we set about to work closely with the local marine industry through an advisory committee. They have had, and will have, input into such key decisions as the facility site selection, design of the simulators, aims and objectives of curriculum, and operational objectives that best suit the mariners of the Gulf region.”

The simulator systems will be manufactured by Kongsberg NorControl and Lockheed Martin, who are leaders in this field of technology. These systems will include four simulation bridge/wheelhouses with realistic consoles, controls, and equipment and full visual imaging. Each will have interchangeable controls to accommodate the simulation of different types of vessels since the controls of “blue-water” vessels differ from those of “brown-water” vessels. To contribute to the sense of realism, there will be a sound and vibration system.

Databases for the simulation exercises will be developed by Virtual Mariner, SCI’s in-house team of database developers. They will simulate not only visual aspects but also hydrodynamic

Continued on page 10



▲ A classroom in the Navigation and Marine Engineering School of the Seamen’s Church Institute.

Robert Huntington, a retired ship captain who had run a navigation school in Boston, was appointed to oversee the Marine Engineering School. ▼



▲ A “wireless” was installed on the roof of 25 South Street and used to send informative medical assistance to ships at sea.

MARITIME TRAINING

effects (those of vessel configuration) and bathymetric effects (those of currents) as well as those of underwater objects and forces. Included in the simulation, too, will be radar and navigation aids.

"The databases and modeling are highly complex, involving more than just visual recording or still photographs," noted Mr. Larsson. Databases and exercises must contain the bases for the choices for operational actions and the resulting consequences. Virtual Mariner has acquired great expertise in this area. "Their work will add to the effectiveness of our facility," he said.

Among the specific databases that will be developed are the Houston Ship Channel, including Galveston, Galveston Bay, and Texas City; Port Arthur, Texas; sections of the Colorado River, including the Colorado locks and Matagorda in Texas; and the waterways around Morgan City, Louisiana. Pre-existing databases for the Ports of Baton Rouge and New Orleans may also be used. Changes to these databases will be ongoing to keep them up to date, and CME plans to add new ones as needed and appropriate.

A COMPREHENSIVE TRAINING FACILITY

"As advanced as the center will be, high-tech simulation alone does not produce well-trained mariners," said Mr. Larsson. "Rather, we believe a comprehensive approach is the best way to accomplish CME's mission of improving safety and promoting mariners' professional competency." The program will include classroom as well as simulator training in a variety of disciplines. Initial training of Gulf and intracoastal officers will concentrate on the ways in which captains and pilots do their jobs and focus on how they can work more effectively and safely. Additional training in the "rules of the road" will be conducted on computer. Courses will also be held for individuals new to maritime work to gauge their aptitude in order to compress the time necessary to move them to the on-the-job phase of training. In total the center will have the capacity to serve about 1,000 trainees per year.

All courses will employ the latest principles in adult continuing education, reflecting the fact that many CME instructors have advanced degrees in

...Moving Forward Into the New Century.



▲ In the early '90s the Institute's Water Street headquarters became home to computer-based simulators for maritime training.

The Center for Maritime Education set up a Global Maritime Distress and Safety System (GMDSS) training station when the laws required such systems to be used in the world's merchant fleets. ▼



▲ The varied navigational challenges of many different ports can all be experienced in simulation, bringing reality into the training environment.

education in addition to a broad range of practical maritime experience.

APPLYING A PARTNERSHIP APPROACH

Essential to the growth of the Gulf-region center are the training commitments made by eight of the region's leading maritime companies: Kirby Marine Transportation, SeaRiver Maritime, Cenac Towing, Coastal Towing, Buffalo Marine Service, Martin Gas Marine, Canal Barge Company, and American Commercial Lines. An agreement (at the outset) by each to utilize the facility on a five-year basis provides a solid foundation for the center from which it can expand and bring in other companies.

Joe Pyne, President of Kirby, said, "CME's cooperative attitude in partnering with the Gulf-operating companies to develop an overall program that best suits our collective needs is most encouraging. We really look forward to elevating our safety regimen by having our people enrolled at the Center's first-class facility." He also noted that while a simulator-training program has the obvious benefits of allowing mariners to practice real-life situations in a

risk-free environment, it can also help them gain the knowledge and proficiency that comes with years of experience, allowing them to put their know-how to work a lot sooner in their careers. "We are really pleased to have ready access to CME," he said.

An early proponent of the simulator program is Gerhard Kurz, a board member of SCI and CEO of Hvide Marine, Inc. "Simulation training is a most effective means for mariners to develop and hone their skills," he said. "But simulator training is best used as part of an overall quality process aimed at safety and a safety culture."

With a scheduled opening date in late 2000, there is still much work to do to ready the new Center for Maritime Education in Houston, but the marine industry there is as eager as SCI to get it started. Reflecting on the undertaking, Fr. Larom said, "From the days of Morse code instruction to today's advanced simulation training, SCI has served mariners while working cooperatively with the marine industry and port agencies. It is a privilege to extend our mission through the establishment of a Gulf-region training center—yet another way in which we can help mariners improve their personal and professional safety."

When SCI opened the Center for Maritime Education in Paducah, Kentucky, in 1997, it became the world's first simulation training facility designed exclusively for inland river mariners. ▼



▲ In 1999, SCI's team of database developers became a separate department within the Institute. Creators of images like the one above, the unit is known as Virtual Mariner.

The Center for Maritime Education-Gulf Region in Houston, Texas, will provide training at one of the world's busiest ports. ▼



FRONT ELEVATION

1999 YEAR IN REVIEW

CENTER FOR SEAFARERS' SERVICES

- 3,278 ships visited in the port of New York/New Jersey
- 308 religious services were held at SCI's seafarers' centers
- 6,878 seafarers used SCI's International Seafarers' Center
- 179 loans or grants were made to seafarers in need
- 6,000 pounds of clothes were donated to seafarers
- 1,795 seafarers sought personal, pastoral, and vocational counseling
- 12,928 Christmas at Sea packages were delivered to mariners
- 7,203 seafarers used SCI's New York Club
- 10,164 volunteer hours were logged in New York and New Jersey
- 104,000 volunteer hours devoted by Christmas at Sea knitters
- 4,567 seafarers were transported in SCI vans
- 17,318 books and magazines were placed aboard ship in port
- 5,547 letters and postcards were mailed
- 1,383 truckers used the International Seafarers' Center
- 18 river chaplaincy sites were established
- 19 river chaplains received SCI Training



CENTER FOR SEAFARERS' RIGHTS

- 202 case files were opened, including:
 - 7 repatriation cases
 - 32 immigration and shore leave cases
 - 4 ship safety cases
 - 1 stowaway case
 - 25 illness and injury cases
 - 11 living condition cases



CENTER FOR MARITIME EDUCATION-NEW YORK

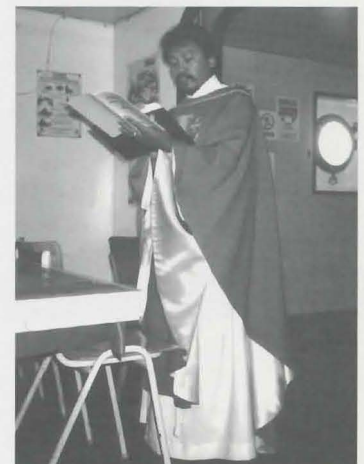
- 588 merchant mariners received training
- 135 students received ARPA and radar certification training
- 40 marine electronics and GMDSS trainees
- 203 shiphandling, tug/barge handling and watch-keeping trainees
- 64 emergency procedures trainees



CENTER FOR MARITIME EDUCATION-PADUCAH

- 698 inland mariners received navigation training
- 5 new river simulation databases were developed
- 125 miles of river were computer-simulated
- 10 vessel/tow configurations were developed
- 1 pc-based simulator produced
- 2 interactive virtual reality models developed
- 1,750 visitors toured SCI's state-of-the-art facility

- 5,455 generous donors and volunteers helped make SCI's work possible



1999 ANNUAL REPORT

FINANCIAL SUMMARY

	1999	1998
OPERATING SUPPORT & REVENUE	\$4,560,333	\$6,144,575
A. Voluntary Contributions & Grants	1,599,912	2,951,569
B. Center for Maritime Education	1,233,842	1,281,723
C. Direct Services to Seafarers	277,885	482,156
D. Chapel and Outreach Ministries	2,550	2,300
E. Port Newark Facility	122,403	129,277
F. Investment Income	885,502	913,652
G. Special Event Income	315,700	269,837
H. Other Income	122,539	114,061
OPERATING EXPENSES	5,914,483	5,627,848
A. Direct Services to Mariners	1,677,010	1,568,870
B. Education for Mariners	1,912,799	1,728,486
C. Management and General Administration	867,156	983,211
D. Development	476,298	449,150
E. Port Newark Facility	117,276	220,523
F. Advocacy for Mariners	532,800	319,427
G. Communications	174,910	183,253
H. Chapel and Outreach Ministries	22,552	35,585
I. Event Related Expenses	133,682	139,343

This information has been extracted from the 1999 Audited Financial Statements which may be obtained by writing to:

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New York, NY 10038

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